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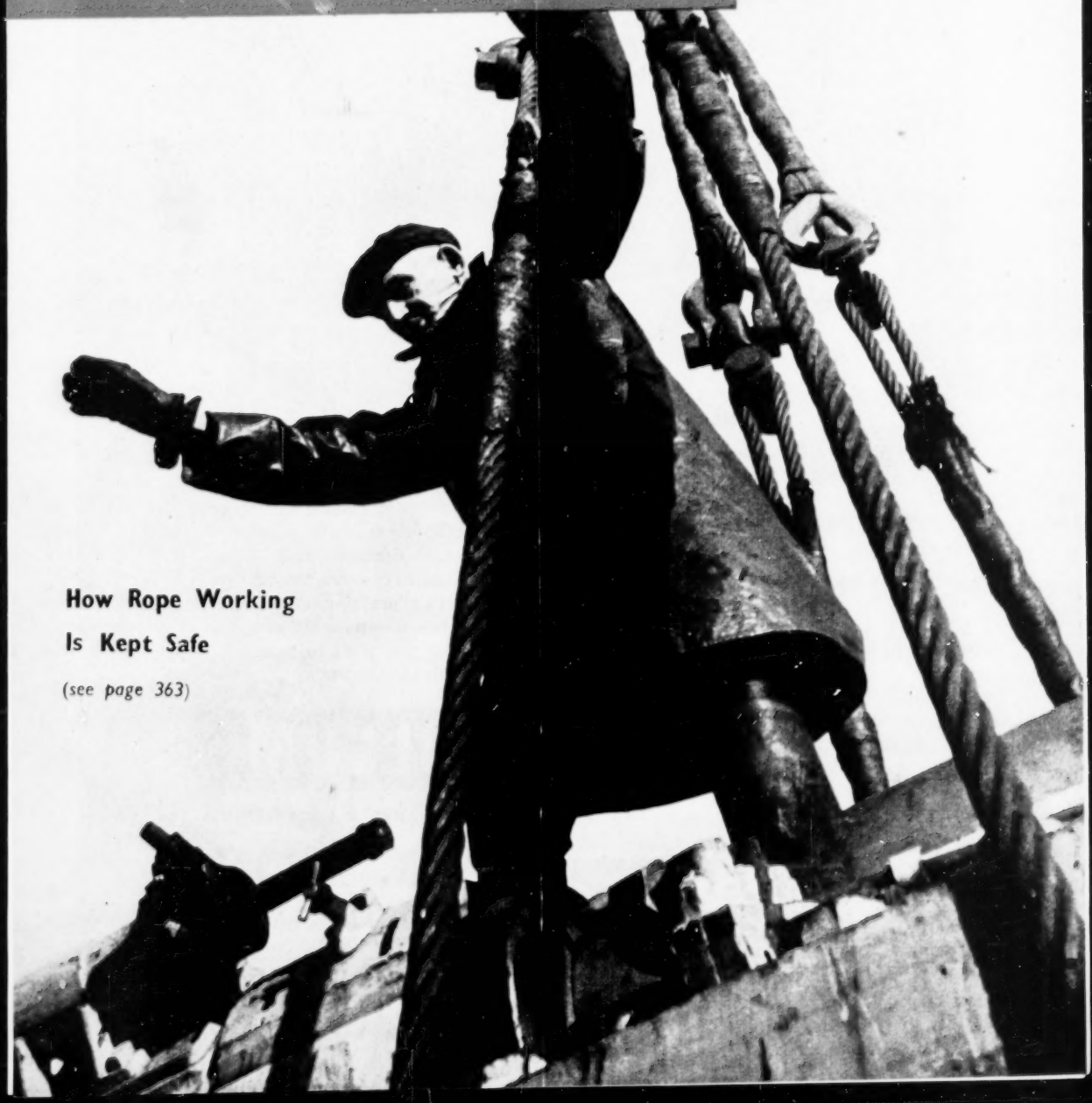
The Journal devoted to increasing Production through Better Management of People at Work

FEBRUARY, 1954 1s. 6d.



How Rope Working Is Kept Safe

(see page 363)

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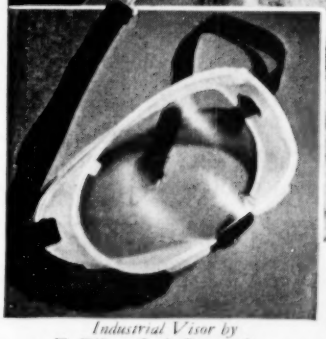

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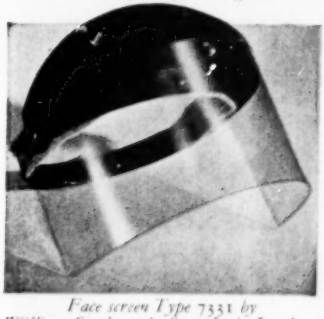

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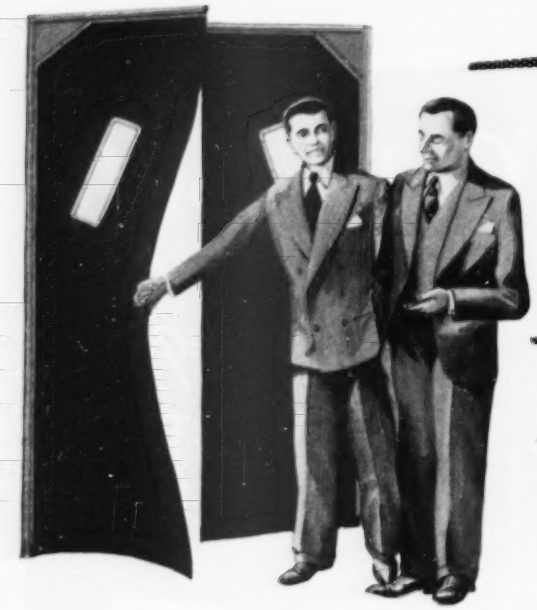

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VOL. 20. NO. 165. Published by Shaw Publishing Co. Ltd., 180 Fleet Street, London, E.C.4 (CHA. 8844) incorporating "Civil Defence Journal and ARP & NFS Review" and "Welfare," London. Subscription rates: 20s. per year, post free in the U.K.; 25s. per year overseas.
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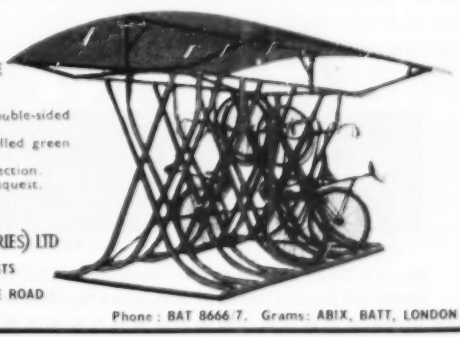

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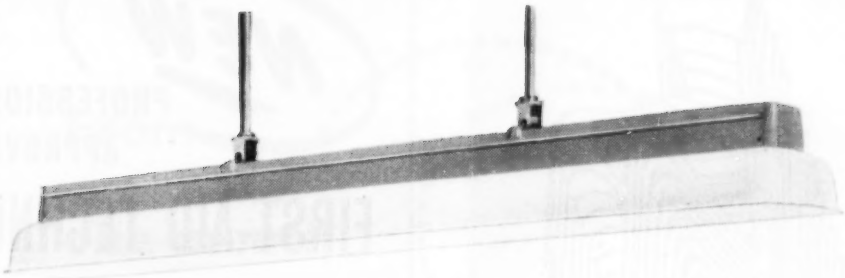

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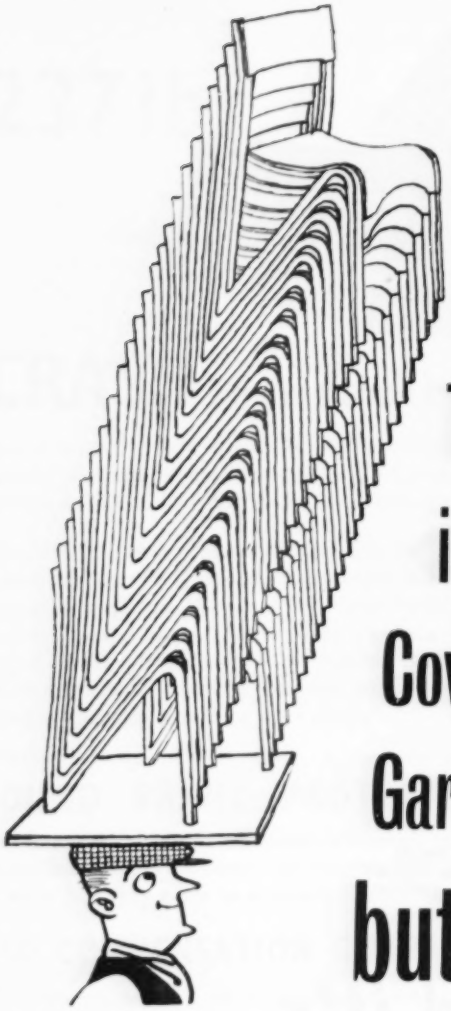

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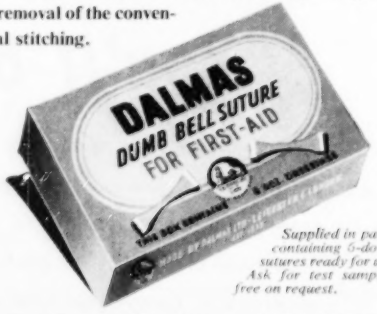

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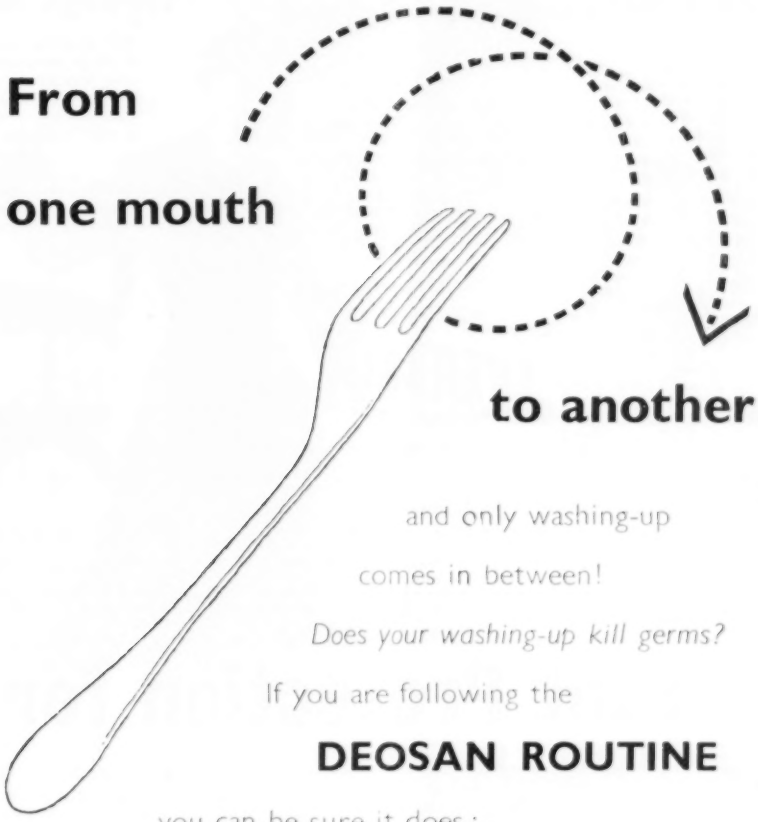

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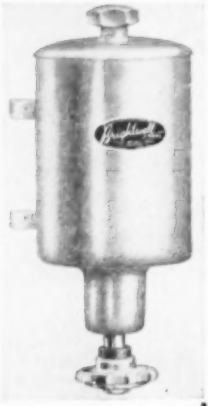

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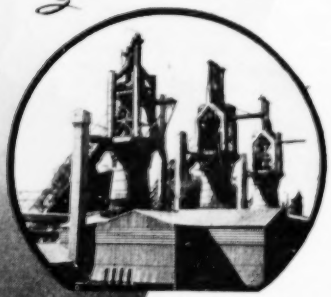

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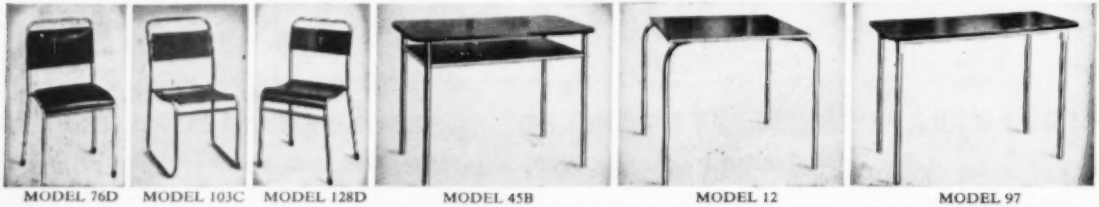

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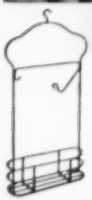

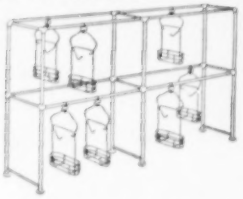

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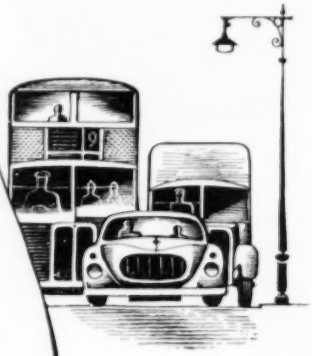

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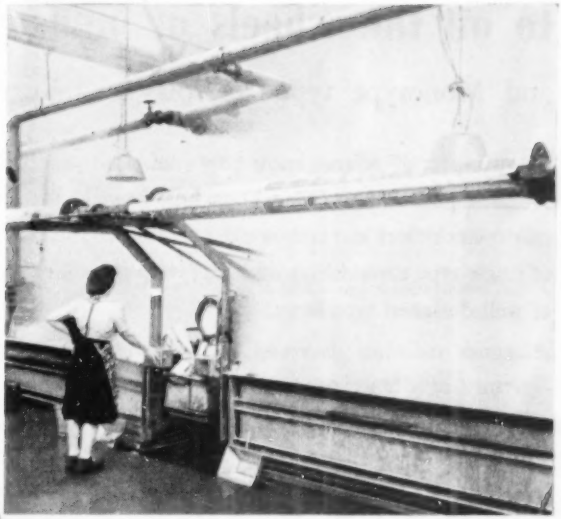

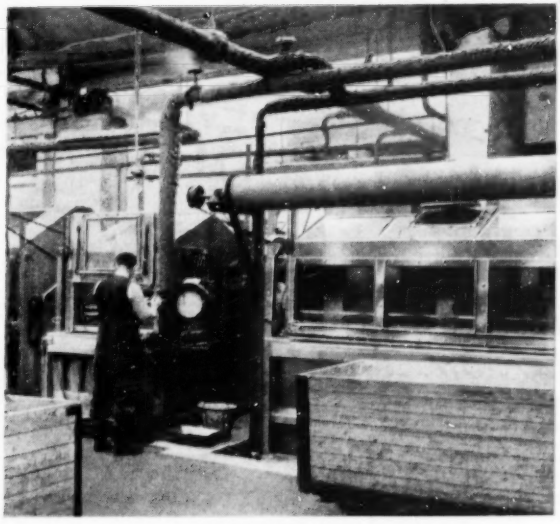

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Rope Safety in Industry—1

How to Use and *MAINTAIN* Wire Ropes

By HENRY ALLEN

Throughout industry the uses of rope are unique and innumerable. It is employed everywhere in one form or another from steel cables linking continents to the fibre coils securing merchandise. Yet because rope is a universal appliance, it is too often taken for granted. The simple but indispensable rules for its safe working and maintenance are either ignored or forgotten. In this and a subsequent article, the writer sets out these rules—first for wire and then for fibre ropes—in a clear, concise form.

FACTORY managers are now generally familiar with the broad problems of industrial safety, and, in most works, there is now a well established accident prevention policy. The overall techniques having been inculcated, investigation might well turn now to the specific analysis of certain detailed matters concerning safety. By such analysis is the construction of a comprehensive code of safety alone possible.

Take rope, for instance, the recurrent factor in many an accident, and a constant in innumerable factory usages. To know what to do about rope, and to carry out the necessary treatment of it, perfecting what one might call the factory's routine on rope, is to ensure that the accident potential in connection with it cut to the irreducible minimum.

Wire rope first. As in the case of most handling materials, legal enactments exist to lay a generous coverage of safe working. The legal requirements concerning wire rope are fourfold. Rope must be tested and the certificate on Form 87 supplied, to comply with the Factories Act, 1937. Secondly, rope must be identified with the certificate by a tablet or ring. Thirdly, rope must be registered in the prescribed Form 88. And lastly, rope must be inspected every six months by a competent person and the register signed.

So much for the law. The intelligent safety officer will go much further. His first essential is the effective preservation of his wire rope. If the rope is to undergo any considerable period of storage, store it in a dry, well-ventilated place, away from boilers or escaping steam or grit. Coils or slings should be kept clear of the ground by being placed on wood battens or hung on the wall. Under no circumstances should wire rope be stored on concrete floors or on clinker or ash floors. From time to time, when the

Readers will find the table of contents on page 349.

6 Points for Wire Rope Safety:-

1. *Wire ropes are required by statute to be tested, identified for maximum load, registered and inspected every six months.*
2. *Ropes should be stored in a dry, well-ventilated place, coils and slings kept clear of the ground. They should be kept away from steam or grit.*
3. *Clean your ropes regularly with non-acid oil or grease.*
4. *Mount the reel on a spindle before uncoiling. If a coil, mount it on a secure turntable.*
5. *Do not use a wire rope if the number of visible broken threads is more than five per cent in any length of ten diameters.*
6. *Choose your rope with specific reference to the job in hand.*

storage period is likely to be prolonged, remove the wrappings from the wire rope, and wipe it over with clean oil or grease, but do not oil galvanised ropes.

When the wire rope is in regular use, make a practice of hanging all slings on special pegs, clear of the floor. They should not be left lying about. Ropes regularly in use may periodically require treatment with a clean, non-acid oil or grease which is best applied hot with a brush.

Wire slings demand a code of safety conduct in their own right, and that basically means correct treatment and usage. Such correct treatment includes packing pieces of wood at sharp corners of the load. The angles of the pass-through slings need careful adjustment. For instance, height-length/4 gives a dangerous angle resulting in a double load in the legs, but height-length/2 gives an equal load in all parts.

Allowance must be made on strength for stress at sharp corners. Furthermore it is inadvisable to hammer down on the pass-through eye. These are simple, and relatively elementary points but their implementation builds up the safety element.

There is a safety problem too, in the methods of uncoiling wire rope. If it is a reel, mount it on a spindle and draw it off. If a coil, mount on a turntable and secure it by battens lashed down on top. Then, and then only, cut the bands and draw off by rotating the turntable. Small coils should be rolled on their edge on a clean, dry floor, where no abrasive dust can adhere to the greasy rope. Under no circumstances, should the coil be laid on its side with the end drawn away as such a method will result in kinks and general damage to the wire.

The construction of a sling is another specific matter the safety officer must determine. Generally speaking, the sling should be as flexible as possible, for instance 6 by 24 or 6 by 37, and if one part of the rope is too heavily loaded, double parts can be used. "Wire Rope Slings," British Standards Specification 1290/1946 for build-up and fittings, will be a useful guide.

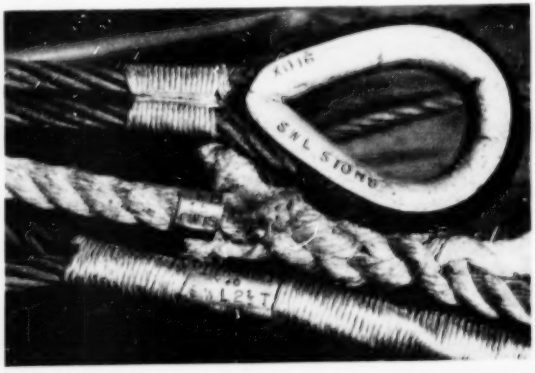
Broken wires will occur freely and it is legitimate to allow a few. Statutory Rules and Orders 1934, No. 279, has a lead on this point. It says: "No wire rope shall be used in hoisting and lowering, if, in any length of 8 diameters, the total number of visible broken wires exceeds 10 per cent. of the total number of wires, or the rope shows excessive wear, corrosion or other defect which, in the opinion of the person who inspects it, renders it unfit for use." The 1945 Draft Revision of the Building Regulations, Part III C.L.58(2) amends this in effect to 10 diameters and 5 per cent. (British Standards Specification "Lifting Tackles" No. 4).

To know where to look for broken wires is another definite question that requires an answer. In slings, the search should focus where the wire is dragged on the ground with heavy fittings. Sets, kinks and broken wires will be found. In the case of overhead travellers, look under the equalising sheave as well as in the obvious places on pulleys and drums. With jib cranes, inspect drums, especially when two or more layers are used as, for instance, on Scotch derricks. Inspect splices, especially if a ball weight is used, for there may be corrosion there. There is a probability of corrosion too, in jib-tie ropes.

Lift ropes need to be examined where the parts come in contact with the traction sheave during acceleration from street level. The orthodox safety gear in the lifts need regular routine inspection.

Choice of wire ropes is yet a further specific for enquiry. Galvanised ropes are on the whole inadvisable except for small cords which have very fine wires. And such a device as langs lay is only to be recommended when both ends of the rope are attached so that it cannot turn.

It will be seen that, even in the care and use of one type of rope, there is a mass of data that the factory manager must explore. Next month I shall deal with the safety problems of hemp and fibre ropes, which again provide a wide field for detailed constructive safety work.



To comply with the Factories Act, 1937, industrial ropes must be identified by a tablet or ring showing the maximum load it can support with safety.

(Picture by courtesy of the Royal Society for the Prevention of Accidents.)

The Uses and Effects of Different Lamps

By K. R. GIBBINS, *Manager, Psychromatics Section*
Holland & Hannen and Cubitts Ltd.

In this concluding article, the writer discusses the properties and functions of the various types of industrial lamps and their psychological effects. He also tells how certain types of lighting can be used in conjunction and stresses the importance of position when a blend is used.

WHEN we come to consider the more common types of electric lamps widely used in industry we can summarise their characteristics in relation to colour schemes as follows:

Incandescent Filament Lamps

Still the most widely used form of light source for all kinds of commercial and industrial premises, and suitable for low to moderate lighting intensities, these lamps will give an essentially "warm" light which is somewhat distorting to very cool colours while enriching colours towards the red end of the spectrum. The light spectrum is, however, continuous and therefore does not give rise to violent distortion of any particular hue. Furthermore the type of colour distortion introduced is one to which most people are accustomed by usage and find quite acceptable psychologically. It is not usually a difficult matter to plan a Psychromatics scheme to be satisfactory under both daylight and incandescent lighting except perhaps where a very cool psychological atmosphere is aimed at.

Fluorescent Lamps

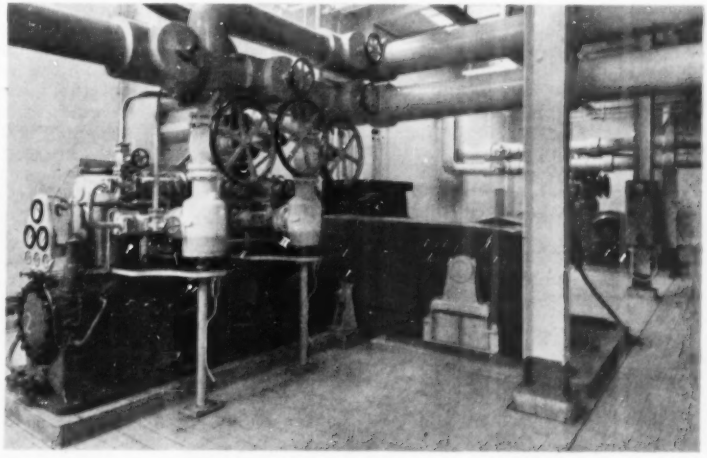
These lamps are becoming increasingly popular on account of their high luminious efficiency, long life, relatively low intrinsic brightness and self-diffusing qualities. Their characteristics render them eminently suitable for medium to high intensity installations. They are available in several shades of white from the very warm "mellow" to the cold north-light "colour-match," these two producing rather extremes of colour rendering effects and not generally acceptable for overall factory lighting. The three most used colours for industrial and commercial interior lighting are "warm white," "natural" and "daylight" increasing in coolness in that order. Warm white are much favoured for office lighting and where the female element predominates, while "natural" and "daylight" tubes meet practically all requirements of factory use. Colour rendering is generally good and it is on the whole easier to balance colour schemes with these lamps for day and night use with the proviso that some care is necessary when selecting certain hues in the blue, yellow and deep red range.

The light spectrum is mostly continuous but has a low energy line spectrum superimposed which probably accounts for the odd colour distortion occasionally encountered.

Fluorescent lighting is most valuable in installations used to supplement daylight and has an invigorating quality which can be put to good psychological effect. Whilst on the subject of colour rendition it is well to bear in mind that a light source should not be judged by its appearance since its self-colour is no reliable guide to its colour rendering properties. For example, a yellow-filtered incandescent lamp can be made to look like a sodium lamp but colours viewed under them would look quite different.

Electric Discharge Lamps

Mercury and sodium vapour lamps come in this group and both are line spectrum sources, i.e., they emit light energy at selected wavelengths only and not over a continuous band of colour as does the incandescent lamp. They both cause serious



(Courtesy of Messrs. Van Berghs and Jurgens Ltd.)

Colour scientifically applied in a refrigeration plant. Cool blues contrast with darker tones of blue, while sharp yellow and warm metallic copper provide good vision with a sense of spacious efficiency.

colour distortion but are, on the other hand, highly efficient sources and therefore a useful means of lighting very large areas in the most economical manner.

Using mercury lamps it is just possible to employ a colour scheme but only where a very cool effect is desired, such as for example in a foundry or other "hot" interior. Then the greenish-blue light from these lamps combined with a limited scheme of cool colours can be turned to good account, but warm colours must be avoided, red is rendered as a chocolate brown!

If sodium lighting is used, a colour scheme is virtually impossible—except a yellow one—for the light from this lamp is, to all intents and purposes, monochromatic, *all* colours being rendered as varying shades of yellow. It is possible to obtain a form of semi-fluorescent paint for the treatment of fire equipment so that a near-red colour is just distinguishable in the sodium light but otherwise little can be done. The sodium lamp is the most efficient light source commercially available and when employed for industrial lighting is chosen solely for this feature.

Mixed Sources

Leaving aside the question of mixed light sources for commercial display work we are likely to meet several combinations of lamps in industrial installations.

(i) Mixed fluorescent, e.g., general lighting by, say, natural fluorescent with colour-matching lamps over machines or work benches for accurate colour discrimination.

(ii) Fluorescent and incandescent. The filament lamps may be used as ballast lamps in the same fittings as the fluorescent tubes or they may appear in bench lamps or as local lights on machines.

(iii) Mercury and incandescent. This combination is frequently to be found in high-bay shops and the filament lamps are either mounted in the mercury lamp fittings or in fittings adjacent to them. The object here is of course to improve colour rendering and when sufficient incandescent component is incorporated the effect can be very good.

With mixed forms of lighting if the object of mixing is to produce an overall correction, then the positioning of the light sources must be carried out with care if patchy colour rendering is to be avoided. Fittings which blend the light completely are best when the mounting height is low. When bench or machine lights are used for fine colour discrimination, the local intensity must be sufficient to swamp any light reaching the work area from the main installation, or the work area should be suitably shielded.

(Courtesy of Messrs. Lever Bros., Port Sunlight Ltd.).

In this works which prints cartons and wrappers for soap products, the variety of colour in the product required soft and greyed background colours at eye level. Overhead, a restful sunny effect was achieved by the combination of soft yellow for the roof boarding with a pale green on the steel work.

A Psychromatic scheme for such conditions must take into account these factors and the decoration colours chosen to minimise any imperfections in the blending of the lights. Colour confusion must be avoided at all costs and the backgrounds most carefully chosen when fine colour judgment is important in the work process.

The choice of colours for interior decoration must obviously be selected to suit the particular room, its aspect and the purpose for which it is used. *The sex and average age group of the occupants should also be taken into account.* Both psychological and physiological conditions should be satisfied and although we cannot formulate hard and fast rules for the technique, certain guiding rules can be applied to the choice of reflectance values of the finishes used. Thus colours for ceilings should have a reflection factor not much less than 70 per cent., upper walls 50 per cent. and lower walls (if different) 30 per cent. to 50 per cent.

Other features in the immediate lower field of view such as desk and bench tops and machines, etc., receive much handling and cannot always be finished to reflect a high percentage of incident light unless special materials are used. Even so they should have a reflection factor of about 25 per cent. if they are not to contrast too sharply with articles viewed on them. Wherever possible surfaces should have egg-shell or non-glossy finishes. This is necessary to avoid bright and annoying reflections from polished surfaces below eye-level and disturbing highlights from walls and ceilings.

Prevention of Accidents

With the care that is taken of personnel in industry today and the efficient guarding of machinery it might be expected that accidents would be non-existent. Nevertheless they do occur and are brought about primarily by human carelessness. Psychromatics cannot cure this tendency but its principles do establish conditions for reducing the likelihood of accidents happening. The elimination of dark corners and heavy shadows lessen the chance of people falling—a frequent cause of injury—while the general tidying up of the factory space inseparable from a good scheme still lessens the risk.

(Continued on page 377)

Does Joint Consultation Short Circuit YOU?

Experience has shown Joint Consultation not always to be an unmixed blessing. Often, as DISCUSSION LEADER points out in the following feature, it can directly weaken a foreman's authority, especially when clumsily applied. Readers are therefore asked if this has been their experience of Joint Consultation in action and invited to send in their opinions. A guinea will be paid for each letter published and, where requested, names and addresses treated with the strictest confidence.

OVER the past few months I have collected quite a few letters from you about the way you feel various systems of formal and regular consultation between management and workers are running in your organisations. Unfortunately the first thought that strikes me most forcibly on reading your letters is that these systems for creating and spreading goodwill in industry are far from achieving this purpose, as far as some of you are concerned. In fact the reverse seems often to be the case. A foreman in charge of a department of seventy workers writes . . .

"You were talking about the need for foremen to feel they were part of management, but some of us feel further removed from our managements today than ever we did. Of course, our management *say* we are one of them; we don't have to clock on and off, or anything like that. We have staff privileges and an annual staff dinner but we still don't feel we are in the confidence of our management. Look at the way Joint Consultation works in our place. The other day the Works Committee representative for my department came up to me and said, 'Well, the shut down arrangements are fixed, its to be from July 6-20.' This was the first I had heard of this arrangement—no one had consulted *me* about this date and I had had no information that it had been fixed yet. I have three children all at school and this date did not suit me at all, so you can guess that one way and another I was pretty fed up. Is there anything we foremen can do to stop this kind of thing occurring?"

Here is an extract from another letter on very much the same lines. "I could settle on the spot half the points which are raised on the agenda of our Works Council if I was given more authority by my manager. The shop steward knows he will get a thing settled quicker if he takes it straight to the Works Council, so he often ignores me."

Or here is another foreman speaking. "On our Council, if it comes to a vote, you have to have a two-thirds majority before a matter is agreed—so the Chairman never takes a vote. I suppose he is afraid some of us foremen members might vote the wrong way one day. Small wonder that a works committee representative grumbled to me in his turn, that the foreman was uncooperative and that he felt higher management understood his point of view better, and that he preferred dealing with the 'higher ups'."

THOSE IN FAVOUR

Results of N.I.I.P. Survey

IN fact much of the evidence we possess on the way formal Joint Consultation is working in this country, suggests that there is a lot of truth in what has just been quoted. A recent survey into the workings of Joint Consultation in British Industry made by the National Institute of Industrial Psychology, for example, shows that only 39 per cent. of the foremen interviewed were in favour of Joint Consultation. In contrast to this figure, 84 per cent. of top executives, 86 per cent. workers' representatives and 66 per cent. of shop stewards felt it was a good thing. The authors of this survey say . . .

"The integration of this middle group with a system of Joint Consultation presents some of the hardest problems of Joint Consultation." Typical remarks made by foremen were that they felt they were being "short circuited", that good news was given to the workers by Management at the Works Council meeting, but the foremen "were given the unpleasant things to impart". Many of these foremen too, had had similar experiences to our correspondent and complained that they heard of new developments from their own shop floor. An American professor came over here two years ago to make a special study of Joint Consultation in Great Britain. She mentioned "the frequent failure of Joint Consultation to be successfully integrated with established inter-management communications and supervisor—worker relations" as "one of the outstanding weaknesses of the system".

Recently a group of foremen were chatting together, and the talk turned to the systems of Joint Consultation in operation in their different firms. One foreman said they had a "Welfare" committee which discussed general factory matters only and the foremen took turns to sit as management representatives. He felt this worked very satisfactorily. Another foreman said

Efficient Joint Consultation keeps the foreman in the picture too.

that, at his firm, they had "area" committees with very much wider functions as well as a main works committee and he took his turn at sitting on his area committee. He felt the committee "kept him on his toes" and he did not like matters from his shop being put on the agenda.

A PRACTICAL SOLUTION

Keeping The Foreman Informed

CAN we interpret some of this evidence and can we give some advice to our first correspondent? It looks as though Joint Consultative Committees are resented by foremen if they appear to be a threat to their position and if they take away some of their already dwindling authority. The foreman in the example above who sat as a member of a Welfare committee did not feel threatened in this way, but his colleague's area committee was a rather different matter. I wonder if our first correspondent has a supervisory discussion group at his factory. Could he raise this problem for discussion at one of its meetings and perhaps invite the works manager or a senior executive to be present? At one factory I know there is a very healthy supervisory discussion group of this kind. The management make a point of releasing important information to the chairman of this group and take the most elaborate precautions to see that all members of the supervising staff have received any news before the works committee meeting is held—(but even these arrangements slip up sometimes!).

Another firm described in a B.I.M. publication carries out this idea not through supervisory discussion groups, but through a series of interlocking management advisory councils. Departmental managers who sit on these councils are in their turn expected to call a meeting of their staffs within three days of the minutes being published. Some firms in America go to even greater lengths to keep their supervisors in the picture. One firm, for example, has a telephone recorder system. Whenever they feel like it, the foremen can ring up a confidential number and listen to a recording machine repeating the latest information and decisions from management!

What do *you* think of Joint Consultation? Does it help you to do your job better or do you feel it hinders you?

Raising Foremanship Standards (2)

How to Train Foremen—Methods and Facilities

By W. H. BOWER, B.Com.

This is the second of our two articles on the general theory of foremanship training. In subsequent issues we will be printing features on how specific firms tackle this problem.

AT present industry has three avenues open for foremanship training: outside facilities—technical colleges, management organisations, etc.; internal company training schemes, and foremen's educational organisations.

And a well-balanced training programme should aim to make use of all three as long-term policy.

OUTSIDE FACILITIES

Under this heading, possibly the best known is the I.I.A. (Institute of Industrial Administration) two-year Certificate Course, provided by most of the technical colleges if about 20 to 30 students are available to justify organising such a course. It has a big drawback of requiring two years' study at a technical college in the foreman's spare time. Furthermore, most foremen are older men who are tired after a day's work and have to some extent lost the capacity for concentrated study at a technical college. It is, however, one of the few courses which, after examination, provides a certificate of competence.

To overcome the difficulty of the long course, a number of progressive colleges have organised shorter courses consisting of nine to a dozen sessions, usually at weekly intervals, which are much more popular. The foreman will learn more readily in short doses at a time and the shorter courses have the additional advantage of visiting lecturers who will talk to foremen from their own practical experience in industry.

A number of technical colleges and various management organisations also provide full-time residential and non-residential courses ranging from two to three days up to three weeks. The latter can be specially recommended for the newly-appointed foreman, who often stands very much alone in the early days of his appointment, who has difficulty in making the necessary personal adjustment in his transfer from the working group, and for whom a short three-weeks' course away from the factory would provide just the necessary break.

INTERNAL COMPANY TRAINING SCHEMES

The "Training Within Industry" scheme provided by the Ministry of Labour within companies has undoubtedly enjoyed the greatest popularity and has done much good. **Excellent though it is, it must nevertheless be recognised that it is merely an introduction to foremanship training and many of its benefits will be lost if it is not followed up by further formal training of one kind or another.**

Some of the larger companies have organised full-time residential training within their own organisation, usually of three weeks' duration, where outside speakers and senior executives of the company itself discuss with students the functions of their departments such as cost control, buying, selling, personnel management, organisation and methods, financial policy, etc., combined with visits to branch factories, discussion groups and brains trusts. Unfortunately, the number of companies running residential courses

(Pictures by courtesy of Richard Thomas & Baldwins Ltd.)

Discussion should always form an integral part of every course.

themselves is still far too small.

At the same time, a growing number of smaller organisations down to an employee force of 100 to 150 have been highly gratified with the success of short lecture sessions given by company executives and outside speakers to their own foremen either inside or outside working hours. These courses which usually consist of about six sessions at weekly or fortnightly intervals, cover such topics as administration and human relations.

It is important to bear in mind, however, that a foreman training scheme, even if only very simple, will almost inevitably disclose weaknesses in higher management, organisation and methods. If senior management is prepared to face up to this and act upon it, this will, of course, lead to better standards throughout the company. On the other hand, failure to deal with such weaknesses will merely produce still more frustrated foremen.

FOREMEN'S EDUCATIONAL ORGANISATIONS

Two organisations, the Institute of Industrial Supervisors (Birmingham) and the Association of Supervisors' Discussion Groups (London) are gaining popularity as they provide the means whereby foremen themselves, from different companies, can get together and exchange ideas and experience on supervisory subjects. The methods used are lectures on subjects chosen by themselves, followed by discussion, case discussion evenings, brains trust, industrial films and visits to other factories. Political subjects are barred.

TRAINING POINTS

It is most important to prepare the ground carefully before embarking on a long-term programme, and to have full discussion about it with foremen themselves. **In the early stages even the word "training" should be avoided as the foreman is very sensitive to implied criticism on the part of management as to his efficiency.**

Groups of trainees should be limited in number, preferably to 12 or 15 at a time, in order to encourage the fullest possible discussion. This is of extreme importance in those cases where the foreman is somewhat inarticulate and needs encouragement in a small group to express his ideas and views clearly and succinctly. The policy should be "a little at a time," with suitable intervals, with further follow-up sessions, the whole being regarded as a continuous programme extending over a number of years.

Subjects for study or discussion should not be confined to purely technical or managerial matters, but should include at times something of the humanities. The average foreman can easily become "departmental-minded" or parochial in his outlook and it is for management to stimulate a wider outlook if we are to get fully balanced men or women in supervisory posts, who are not only competent in their job but also worthy as individuals to be leaders.

6 HINTS FOR MANAGEMENT

1. Arrange short courses at weekly intervals.
2. Give new foremen a full-time course of 2 - 3 weeks.
3. Back up T.W.I. with more formal training.
4. Prepare syllabuses thoroughly.
5. Encourage discussion. (This means not more than fifteen foremen in one group).
6. Don't limit discussion to technical subjects.

The Foreman and Human Understanding

Understanding Other People (The Supervisor's Guides—No. 2) by J. Munro Fraser. (Pitman 3s. net.).

THIS booklet, says the author, is designed as a simple guide to personality which does not "attempt to tackle the higher flights of human endeavour nor does it lay claim to any great depth or insight". Written specifically for the foreman and supervisor, *Understanding Other People* nevertheless contains much theoretical good sense by one of our foremost authorities on management. It has the additional virtue of being succinct, informative and written in clear, simple English which avoids all verbiage.

The aim of this volume is to help the foreman or supervisor in overcoming those human problems, in coping with those "difficult" people, by highlighting the differences between human beings and setting out some of the reasons for these differences. With understanding cometh peace! There are chapters on height and dress, on ways of looking at people, first impressions, brains and ability, aptitudes, on how we get on with others, on grading of people, and a final chapter entitled "What it all adds up to".

Throughout, Mr. Munro Fraser resolves human differences into five. People fall roughly into the following categories: Very much below average—10 per cent.; below average—20 per cent.; average—middle 40 per cent. of the population; above average—20 per cent.; very much above average—10 per cent. The symmetrical nature of these proportions seems very much open to dispute.

There has been much literature directed to the foreman and supervisor in recent years. More than anything perhaps, a booklet on *how to apply* this accumulated wisdom is now needed.

Civil Defence

A Delay—

IN their report on civil defence issued recently, the Select Committee on Estimates refer to serious delays and shortcomings in the administration of the civil defence services. The Committee state that the official committee who decide planning matters have not given the leadership, direction and guidance needed by those responsible for carrying out the work. The money voted by Parliament for civil defence services—the Committee feel—has not been expended to the best advantage, and they suggest the direction of changes to secure greater economy and efficiency.

One of the most serious delays in implementing the nation's civil defence programme—due more to technical than administrative causes—was in the supply of radioactive measuring devices; delays had also occurred in the design and production of a new respirator.

The report criticises the "persistent overestimating" in nearly every department. The unbalanced spending of some indicated the lack of a consistent programme. In the first four years of the civil defence programme, departments overestimated their expenditure by 110, 200, 200 and 146 per cent. respectively.

—and A Dilemma

OF all the tasks confronting the industrial civil defence officer, that of training his organisation's C.D. units must be the most formidable. Two masters have to be served. Firstly, management demands that there shall be the least possible expense and interference with productivity. Secondly, the Home Office require—as a condition of membership of the Industrial Civil Defence Service, with its connoted inducement of income-tax relief—that the unit training shall be carried out in accordance with their advice.

How should the C.D.O. proceed to deal with the problems? Conditions affecting training vary so considerably from one industry to another that, unfortunately, a blueprint of organisation, which would give guidance to all, is impossible. The most that seems possible is for those industrial concerns who believe they have found the answers, to share their ideas with industry in general, and this should have the effect of stimulating further ideas. **(Industrial Civil Defence Review,** 12/53.)

In future, employees will know from time to time not only when a substantial order has been received, but also when important orders have not been successful because of strong competition.
(Newsletter—*David Brown Companies,* 1/54.)

Wages Before Career—A Youth Problem

IN the three years, 1950/53, the Youth Employment Service of the National Youth Employment Council placed 1,357,000 school leavers in jobs. The Council's Report on this period, published last month (*H.M.S.O.* 2s.), maintains a fair balance between problems and achievements. It is in two parts, the first dealing with the administration of the Service and what is being done to improve its work, while the second gives an account of some of the main problems met with and the Service's contribution towards their solution.

One of the more important questions dealt with during the past three years is that of developing the facilities for older pupils and handicapped young people. The Council state that arrangements for older pupils can be expected to improve with increased use and experience. In respect of handicapped young persons, however, the immediate need was to strengthen the arrangements for co-operation between the many interests involved.

Perhaps the most acute difficulty noted by the Council was that of young people who leave school before they have finished their education "solely on the basis of the immediate wages they will receive". The temptation of these high wages is depriving employers of apprentices. Also it is creating difficult social problems but the report does not agree that there has been a decline in the quality of our youth since before the war. It admits, however, that some employers have had to take recruits with lower qualifications.

The Council propose that, in future, all its schemes be periodically reviewed and new lines of action investigated, and that the training of youth employment officers be extended through a systematic study of industrial occupations. Special attention is already being devoted to guiding and assisting young men about to be called up for National Service.

At a press conference in January, the chairman of the Council, Lord Piercy, said that the Service was now established and that the youth employment officer was a new technician, dealing with both schools and employers. To develop the Service, however, meant more recruitment and training which in turn meant more public funds. The annual cost of the Service is at the moment about £1,700,000.

The Critical Factor

IN Britain there can be few fields in which the background conditions have altered so radically in recent years as the industrial. Yet one of the features of the post-war period has been the great efforts made by industry to conform with the altered economic and social climate in which it must now operate. The preoccupation with such matters as productivity, work study, budgetary control and similar techniques, with human relations and technological innovation, are all examples of these efforts. But perhaps the most encouraging sign that the situation is unlikely to be allowed to become over-ripe is the growing realisation that in all these matters the ability and skill of management is the critical factor. It is unnecessary to search far for evidence to support this contention. It could have been found, for example, at last year's annual conference of the British Institute of Management at Harrogate. The very size of the conference this year—about 800 delegates attended—was testimony in itself. **(The Times Review of Industry,** 12/53.)

Food For Thought

IN order to allow busy men an interval for reflection and perhaps to provide them with the stimulus to be gained from active and lively minds not so involved as themselves in a day to day detail, the Industrial Welfare Society is holding in the next few months, three "New Thinking" lunches at the Rembrandt Hotel, Thurloe Place, S.W.7. Three thinkers have been invited to discuss important aspects of the relationships between daily work and the world in which it is done in the friendly atmosphere of the luncheon table.

The object is to bring before directors and executives the higher social aims in the service of which people come together in factories, shops and offices. The first talk will be given on Wednesday, February 24, by Mr. Christopher Salmon, lecturer in philosophy, whose subject will be "Industrialisation and the Human Being"; on Wednesday, April 7, Sir Compton Mackenzie, O.B.E., will deal with "Industrialisation and Culture"; and finally on Thursday, May 20, Sir Philip Morris, C.B.E., M.A., LL.D., vice-chancellor of the University of Bristol, will speak on "Industrialisation and Education".

This is the first of a series of activities to be planned by the I.W.S. on the general theme of "Industry and Society".

A *Double* Advantage

AS competition becomes keener, further methods of reducing costs will have to be considered in many industries. It looks as if double shifts will become more common. Col. W. A. Grierson, Lancashire cotton master, says that he did not have any difficulty with the trade union in introducing

double shift work into his own works. He estimates that double shifts will save the cotton industry, and other industries where it is already used abroad about £120,000,000 in capital investment and in electricity costs during the next five or six years.

Hitherto the attitude of the unions has been the chief stumbling block to double shift work in many cases. Naturally the chief objection comes from the wives who fear the upset of home life. A survey of *Business* some years ago showed that the objection was chiefly to the rotation of shifts, not to the permanent night shift.

In certain industries like newspaper and periodical printing and a few chemical processes, night shifts are inevitable. Here the experience is that insomnia and domestic upset caused during the first weeks do not last and that the workers in many cases eventually prefer the new hours to the old. Obviously a night shift enables men to get more fresh air, see more football in winter, spend more time in the garden in summer. The one medical problem is to convince the younger people of all grades that they must spend eight hours of the 24 in bed. **(Business** 1/54)

Inquiry Powers

THE Courts of Inquiry set up by the Minister of Labour to inquire into the engineering and shipbuilding wage disputes are primarily fact-finding bodies. They have no direct relationship with conciliation and arbitration and are appointed (under Part II of the Industrial Courts Act) only as a last resort when no agreed settlement of a dispute seems possible and when an unbiassed, independent assessment of the facts is considered in the public interest.

A Court of Inquiry may consist of one or more persons selected and appointed by the Minister. The Chairman is always an independent person, but the other Members of the Court may consist of persons representing in equal numbers employers and workers *outside* the industry concerned.

While it is not the function of a Court to act as an instrument of conciliation or arbitration, and while it has no power to enforce a settlement, a Court may make recommendations on which a fair settlement could be based. Neither party, however, is bound to act upon any such recommendations. The Industrial Courts Act requires that any report by a Court of Inquiry shall be laid before both Houses of Parliament.

Uniform Results

THREE years ago Tube Investments Ltd. instituted a system of supervisors reporting on personal quality and attitude to work of lads before entering National Service and after their return. The number who have so far returned is only 153, which is too small a number for firm conclusions, but the reports indicate that, at the lowest, the effect of National Service is rarely a bad one and that the better type of lad has a good chance of benefiting from it. Eighty of the most recently returned National Servicemen were invited to fill in a questionnaire anonymously to get their attitude to their service. The result of the fifty-four replies received indicated:

1. The Forces seem to be doing a good job in placing men in the most suitable Service occupation.
2. In the main, their time in the Forces is well occupied and most enjoyed the experience, though there were some complaints of boredom after the first two months' training.
3. They were nearly unanimous on the value of learning something about life in the Services before entry.
4. They were mostly strongly in favour of being kept in touch with their company and its doings, both by letter and house magazine.
5. There was a general dislike of what was regarded as petty discipline, and some complaints of low cooking standards and cleanliness of cookhouses.
6. The good points of National Service most frequently mentioned were comradeship, travelling and sports facilities.

A 'HOME FROM HOME' CANTEEN

A corner view of the new staff canteen which was opened recently by **Willerby and Co. Ltd.,** Hackney. The pleasing wall decorations combine with attractive furnishing and lighting in rendering an air of intimacy to the surroundings.

From The House Magazines . . . .

Fair Shares

Our profit-sharing scheme, originated twenty-three years ago, is an attempt to make ours a truly Co-partnership firm, where we work for our own benefit and not for the benefit of directors or shareholders . . . All workers over seventeen are allotted shares, these being held in reserve for those under twenty-one, and the shares mount up year by year so that when our service is finished, we draw the value of the shares in cash, making a nice little sum for us to spend or re-invest. And do not forget—we get a yearly dividend of 6 per cent. on the shares we hold. **(Unity,** journal of G. Waddington & Son Ltd., Hull.)

A Timely Visit

A recent visitor to the Stork Margarine Works at Bromborough was Mr. Muammer Eris, advisory director of Unilever Is-Turk, who is also a brother-in-law of the President of Turkey. Mr. Eris was accompanied by his wife and by the Turkish Consul General in Liverpool, Mr. Nizamettin Erenel. By a happy coincidence the party saw in the export section of Dispatch a small consignment of *Spry* awaiting shipment to the British Embassy in Ankara. **(The Stork,** 1/54.)

Hops and Jumps

Occasionally in the past when you have put your glass of beer on the table in the canteen it has bounced back at you—with results we can well guess! This was due to the metal tops of the tables being worn in places and becoming flexible. They could be pressed down and they sometimes came up with a rebound when it was least expected. But now there are new tables. **(Vauxhall Mirror,** 17/12/53.)

With £10 We Launched Our Works Magazine

By A. NICKLIN

With three others, the writer, who is employed at a Royal Engineers' workshop at Ashford, Middlesex, was asked to start a works magazine. His story of how they did it shows that effort matters more than finance. Their journal, entitled *Yours*, is now a great success among the soldiers and civilians alike.

I HAD been working at my new job for only a fortnight, when the management stated that they wished me to edit a new works magazine. Fortunately I had three other people to help me, and together we set out to plan the venture.

We agreed that certain duties should be assigned to each of us, and that there should be no overlapping. Consequently, my job as editor was to read and check all manuscripts submitted, select those suitable for publication, and allocate the necessary space. Another member was responsible for lay-out, provision of cartoons and fillers. The third member of our team would obtain news items throughout the works and keep us up-to-date with any amusing or unusual incidents. To the remaining member was entrusted the duties of finance, advertising and circulation manager.

Our Policy

It was decided that the new magazine would be non-political and non-managerial—in other words, a works magazine with space provided for everyday incidents that amuse or enrage us. The magazine would be independent, with no obligation to anybody or anything, provided that the rules of common sense, courtesy and decency were observed. We were determined to maintain reasonably high standards of writing and presentation. Such were the aims of the new publication.

Our first task was to convince the 600 members of the staff that a magazine of their own would be a valuable asset. Notices were placed in each pay packet briefly setting out the policy, aims and hopes of the magazine and inviting support and also contributions. Wooden boxes were placed at strategic points throughout the Works so that manuscripts could conveniently be submitted to the editor, under a *non de plume* if necessary.

A sum of £10 was loaned to us by the Works Social Committee (which represented our initial working capital) so to print the magazine on good quality paper was just a dream of the future. We decided, therefore, to reduce the costs by producing a duplicated edition each month, price 3d. per copy. In addition to the proceeds from sales, the *Wants* and *For Sale* page containing advertisements, would bring in a small sum each month.

Our Copy

Having thus committed ourselves, the next problem was what to publish. Already the staff were growing impatient to see the result of our efforts, and many feverish consultations were taking place in the "editorial office." We realised that much of the contents of a works magazine must necessarily deal with subjects peculiar to our particular job and news about members of our staff. Nevertheless, it seemed that, if reader interest was to be maintained, something more than this would be required.

The days were slipping by, and we were desperately short of suitable material. Just at the stage when all hopes were sinking, we realised the truth of G. K. Chesterton's dictum that "the miraculous things about miracles is that they do happen." In came well written articles dealing with holiday experiences, hobbies, and enough copy to fill at least two editions of our 16-page magazine. Bluff fitters and genial machinists submitted contributions written in almost faultless prose, boiler attendants penned terse verse of high quality, while night watchmen let themselves go on such specialised subjects as bird watching and the latest scientific inventions.

My high spirits were then somewhat dampened by being confronted with what must be anathema to the editor of any similar journal. The article was entitled "Acid Drops" and contained satirical comments about certain members of the Staff. It was extremely well written, but was it safe to publish without causing offence? Although the subjects of these comments were not specifically named, only a little imagination was necessary to identify them. I decided that the answer was to ask the individuals concerned whether or not they objected. Luckily they all saw the joke and were quite willing to be used as "guinea pigs."

At last my "mock-up" copy was complete, and we were ready to "go to press" on the duplicating machine. For publicity reasons we decided to publish the first issue without a name, and to run a competition among the readers offering a prize for the best suggested title. We appointed agents in each section of the works who were agreeable to act as salesmen and push sales as far as possible.

The first edition was a great success, and 450 copies were sold. The fact that more than two-thirds of the entire staff had bought a copy was sufficient proof that our original hopes were justified, but we did not take it as evidence that all subsequent issues would have an equally good reception. Many people had obviously bought the magazine out of a sense of loyalty or just curiosity. For this reason it was necessary to convince our readers that they were getting full value for money.

HOW TO START *YOUR* HOUSE JOURNAL

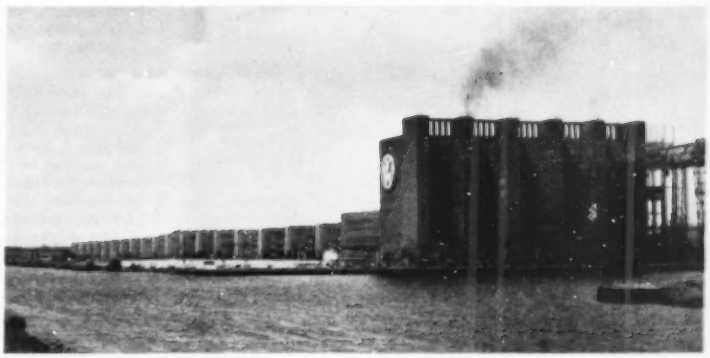
1. Recruit two or three interested colleagues and allocate duties.
2. Decide what to leave out, then what to put in.
3. Get some revenue by including a small ads. section.
4. Include humour and "gossip" as well as factual features.
5. Ask the staff *personally* to contribute. Make them feel it is *their* journal.

It was obvious that there was plenty of room for improvement, both in presentation and layout. For instance, an appropriate illustration in the top left-hand corner of each page had the effect of breaking up the monotony of the typescript, and added tone to the presentation. News items and humorous (but *not* malicious) incidents concerning members of the

(*Continued on page* 386)

How the People's Car Factory Provides for its People

By BRUCENA MACKIE



The People's Car Factory at Wolfsburg, now our chief competitor for the European car market.

THE People's Car Factory (Volkswagenwerk GMBH) at Wolfsburg, in the province of Brunswick, symbolises the economic progress of Western Germany as a whole in the eight years since the end of World War II. In this period what is virtually a new township has sprung up at Wolfsburg, a boom town drawing its prosperity from the manufacture of the Volkswagen. Today, the factory employs some 23,000 workers, nearly half the town's population, and is producing 1,000 cars a day, a figure which brings it into fourth place behind General Motors, Ford and Chrysler among the world's largest car manufacturers.

The success of Volkswagen GMBH is quite rightly ascribed to an efficient fusion of hard work and thorough planning, but the firm's achievement also points a moral for those who scoff at industrial welfare schemes and who maintain that a good day's work for a good day's pay is all that is needed. At Wolfsburg, the will to work is strong and production planning excellent: but under its managing director, Dr. Heinz Nordhoff, the People's Car Factory in addition devotes great attention to welfare schemes for its workers. Such schemes are definitely regarded as indispensable to good management even though the firm could get enough willing and skilled labour without them.

In Wolfsburg, as throughout the whole of Germany, the provision of housing is a top priority and in this work the firm has played a leading part. Since 1945, by means of loans to employees, it has helped in the building of some 4,000 flats and 1,000 family houses. In addition, a new hostel for single workers was completed in December, 1951. This hostel accommodates 560 workers and provides them with sitting, reading, writing, recreation and music rooms as well as with wash-rooms and kitchens. To encourage housing construction, the factory grants its workers special loans of up to 1,000 marks (£84).

Most important after the housing programme are the pension and insurance schemes for both male and female workers. After four consecutive years with the firm all workers over 25 years of age are eligible for the old-age pension scheme, the general rule being that men can claim the pension at 65 and women at 60. On the death of a pensioner, his widow receives half his pension for as long as she lives. Should a married or similarly placed employee die before the age of 65, his dependants receive a death benefit of 4,000 marks (£336); payment of such benefits is not subject to any waiting period or minimum age limit.

Regardless of length of service, every worker is insured against accidents not only at work but on the way to and from work. In the case of complete disability, a sum of at least 12,000 marks (£1,008) is payable and, in the event of death, of 6,000 marks (£504). For partial disablement, the sum payable is modified accordingly. It is also the specific policy of the firm to give preference wherever possible to disabled men when making appointments, while during employment such men are given every encouragement and assistance.

Further items in the factory's

The economic recovery of Western Germany now compels world-wide attention. Much of this is focused on the Germans' capacity for work and organisation, but management there also approaches the question of industrial welfare with equal thoroughness. By way of example, here is the story of how the People's Car Factory at Wolfsburg provides for its 23,000-strong labour force. Welfare schemes resemble many of our own.

Newly-built flats for workers and their families. The provision of homes is still regarded as a number one priority even though some 5,000 have now been built.

Below: A view of the canteen in the hostel for bachelor workers which can accommodate 560 workers.

welfare programme are marriage allowances and maternity grants. All workers who have been employed by the firm for at least one year receive upon marriage a grant of 100 marks. Those marrying for the second time also qualify for this grant. Upon the birth of a legitimate, or illegitimate*, child, a grant of 50 marks is paid. This, of course, is payable only once even though both parents may be employed by the firm.

As regards the health of workers, this again is supervised with traditional thoroughness. The factory has a medical department under the supervision of the firm's doctors while personnel trained in first-aid are on hand at all accident stations. Likewise, medical attention rooms are distributed throughout the entire works. The medical department also supervises from a health point of view all work processes of the plant, the conditions under which the employees work, the kitchens and the canteens. Where workers are employed on jobs which carry a health risk, they receive daily a free ration of milk. Again, workers engaged in very heavy physical work can in special cases receive additional leave with pay (generally amounting to 12 days) for recuperation at the firm's own convalescent home where they are provided with free board and lodging.

Like many British firms, Volkswagen GMBH also heavily subsidise their canteens. The mid-day meal costs 50 pfennigs (10d.) though the firm estimate that the actual cost of this meal is double this charge. Again, like many firms over here, there is the benevolent fund to which workers and management contribute. An employee who, through no fault of his own, finds himself in financial distress can apply to the fund for help. One welfare practice, however, which seems to be of its own peculiar kind and which emphasises the importance placed on the home in Germany is "Housewife's Day." Women workers with a household of their own, or with blood relatives dependent on their care, and who cannot pay for a home help, are granted one free day with pay during each calendar month.

With regard to what they term "cultural activities and educational facilities," the firm does not undertake any of these itself but contributes financially to the various institutions responsible for such activities. Regular training courses in personnel work are held for managers, however, as well as lectures on other managerial topics.

At the moment, the firm are working out a profit-sharing scheme for all employees and, when this is introduced, the People's Car Factory will have rounded off a really exceptional welfare achievement, bearing in mind both the immense size of the works and the initial resources of the firm. Yet the most important thing is that here is another example of an enlightened management pursuing a policy of giving its workers the best possible when, if they wished, the state of the labour market would enable them to give much less. It is this "welfare without pressure" which in any country distinguishes the truly progressive firm.

*While not encouraging such births, many German firms take a "realistic" view of these. Because of tremendously high war casualties, it is argued that the chance of marriage is denied to literally millions of German women.

How a Burton Firm Runs Its Own Laundry

By A. G. THOMSON

IN accordance with normal industrial practice, workers at the brewery and bottling stores of Ind Coope & Allsopp Ltd., Burton-on-Trent, are supplied with two pairs of overalls annually, the cost of one pair being borne by the firm. The management considered that the appearance of the premises would be enhanced if steps were taken to ensure that overalls were always clean and smart. In the bottling hall, for example, there are about forty girls, all of whom wear white overalls. Some used to send their overalls to a laundry and were always spick and span, while others took them home and washed them with varying degrees of efficiency. The whiteness of the laundered overalls accentuated the dinginess of those which had been indifferently cleaned, uniformity of colour and appearance being conspicuously lacking.

How It Works

A disused cold room was taken over, converted into a laundry and a modern plant laid down. The experiment, started last year, has proved entirely successful. Besides serving employees at Burton, it is catering for the company's brewery and bottling store at Romford, Essex. The washing from Romford is brought by lorry on Wednesday night and is returned on Friday morning. At present the total intake is from 800 to 1,000 garments a week. These consist mainly of overalls, but there are also towels from offices and toilet rooms, canteen table linen, and linen from the first-aid post.

The work is usually transported in hampers and is carefully checked on arrival. Each department sends a list with its washing, the garments being designated by initials such as BS for boiler suit, T for trousers, etc. Each worker uses his own check number as his laundry number, so that no two numbers are the same and it is almost impossible for mistakes to be made. A further advantage of this system is that the laundry staff soon come to associate a particular range of numbers with a particular department, and in this way sorting is facilitated.

After the garments have been processed, they are taken to an adjoining room and sorted on to racks, each major department having a section of its own. Finally, the various lots are packed in the hampers in which they were received, for collection by the Transport Department.

The garments are washed in a 34 in. by 38 in. all-electric rotary machine supplied by Manlove, Alliott & Co. Ltd. This machine holds approximately forty overalls, which are given two washes, a boil and four rinses, all within the space of one hour.

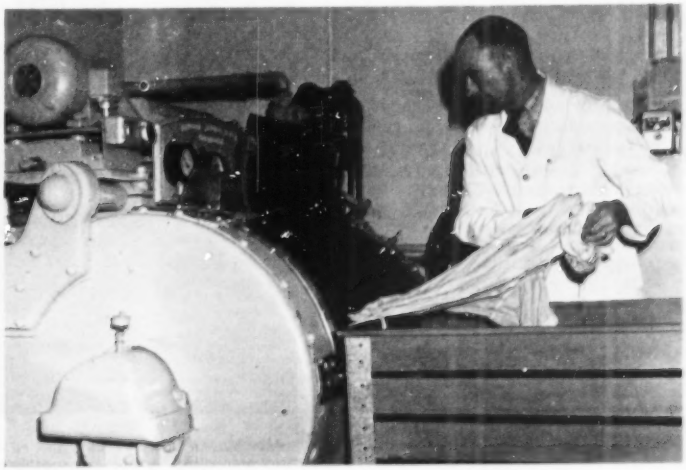
The work is then lifted into a truck and transported to a hydro-electric extractor, in which it remains for about eight minutes. This machine extrudes the water from the clothing by centrifugal force. When removed from it, the garments are still too damp to be pressed. They are, therefore, taken to a tumbler dryer, in which they are subjected to a blast of hot air as the machine revolves. Any article that does not require pressing stays in this machine until it is thoroughly dry. The rest of the work goes to two twin rapid presses, supplied by Brown & Green Ltd.

At the present time processing is costing the company about 1s. 3d. per garment. The laundry uses approximately 60 lb. of soda alkali, 30 lb. of synthetic detergents, 6 lb. of starch, 1oz. of blue, and a thousand gallons of water per week. A continuous supply of water maintained at about 150 deg. F. is provided by a steam-fed calorifier. All water used in the laundry is treated by a Kennicott water softener.

A Marked Effect

In charge of the laundry is Mr. R. J. Prescott, who has had eighteen years' experience of laundering, including six years in the Army with mobile units. The staff of five includes three girls who were transferred from the bottle-washing plant in the bottling stores and have taken very readily to their new duties.

The introduction of a free laundry service has had a marked effect on the general standard of smartness and cleanliness. No longer can a worker wearing dirty overalls plead that his other pair is still at the laundry. The facilities appear to be appreciated by the workers, and it is reasonable to believe that starting the week's work with clean and well-pressed overalls must have favourable effects on morale.



Overalls are taken from the rotary washer whence they are sent by truck to a hydro-electric extractor.

"Technical Skill Not Enough"

SAYS ASHRIDGE COLLEGE PRINCIPAL

DURING the past year, more than 150 students—drawn from fifty-three firms—attended courses in industrial and commercial subjects at Ashridge College, Berkhamsted. The courses embraced a variety of students of all grades from foreman to departmental manager, and the sponsors ranged from nationalised industries and large organisations such as oil companies, banks, and Imperial Chemical Industries, to small family businesses.

Inaugurated some three years ago, the courses have invoked numerous requests for the introduction of special studies, and a considerable extension has accordingly been planned for 1954.

In his review of the year 1953, the College Principal, Admiral Sir Denis Boyd, said that it had not originally been intended to deal with special subjects, but this had been found necessary in order that the work of the college for industry was to be fully complementary to the technical training of a manager. **Technical skills, said Admiral Boyd, would not compensate for the loss of time and efficiency by managers who could not make a full, clear and concise report to their chief.** Eleven-day courses for middle management would, however, still be the College's main industrial concern. It was generally agreed that a manager must have, in addition to his technical skill, such qualities as leadership, initiative, forethought and a team sense.

IN BRIEF

CURRENT Pension Problems is the subject of a half-day conference being held by I.W.S. at Robert Hyde House on February 17. Pensions and benefit schemes, the Society points out, continue to form a large proportion of inquiries, so with the object of providing general answers to present questions, two specialists are to contribute to the conference. They are Mr. G. W. Pingstone, F.I.A., A.S.A., *Legal and General Assurance Society Ltd.*, and Mr. A. S. Owen, F.C.I.I., *National Mutual Life Assurance Society*.

* * *

NOW being held at Management House, 8 Hill Street, W.1, until February 15 is an exhibition of contemporary paintings of industrial subjects. This is the first of its kind to be shown in London and, says the B.I.M., "the exhibition contains considerable evidence to contradict the too frequent assertion that contemporary artists are estranged from modern life and seek only to express their own private inner worlds".

* * *

RECIPROCAL arrangements on social security benefits between Great Britain and Australia which recently came into force will enable people who go from this country to Australia to receive benefits under the Australian scheme to supplement any retirement pension or widows' benefits which they may be receiving from the Ministry of Pensions and National Insurance. People who come from Australia to this country will be treated as if they had been insured under the National Insurance schemes while they were in Australia so as to help them to qualify for National Insurance benefits here.

* * *

THE Westminster Abbey Appeal has received a cheque for £1,000 from the Dunlop Rubber Company.

Office Ingenuity

THE Office Management Association (Birmingham Branch), in conjunction with the Birmingham Productivity Association, is holding a one-day conference at the Grand Hotel, Birmingham, on February 22. The theme will be "Office Printing, Duplicating and Photo-copying", and the address at the morning session will be given by H. R. Verry, F.I.B.P., A.R.P.S., of the Treasury.

The whole of the afternoon and evening will be devoted to the display of office equipment at which a score of the leading machine companies in this country will be represented. Practical demonstrations will be given illustrating methods of obtaining the highest productivity from the equipment displayed.

Complete information concerning the conference may be obtained from either the secretary of the O.M.A. (Birmingham Branch)—E. C. Blewitt of Swallow Raincoats Ltd., Birmingham 18 (Phone Nor. 3386); or the secretary of the Birmingham Productivity Association—E. Tonkinson, Birmingham Chamber of Commerce, New Street, Birmingham (Phone Mid. 5021).

Wages Pressure

THE New Year dawned with unparalleled activity on what the popular press refers to as the "wages front", with more than a quarter of our working population, some 6,000,000 workers, seeking wage increases which would cost industry an estimated £250 million annually.

The industries were: engineering and ship repairing (2,900,000); building (1,250,000); chemical industries (490,000); furniture, tobacco and electrical contractors (1,000,000); mines (784,000); and railways (900,000).

157 YEARS' FAITHFUL SERVICE

Mr. W. E. Chamberlain, chairman of the Chamberlain Industries, Ltd., group of companies, presents cheques and gold watches to the three oldest members of the associate, Spencer, Heath and George Ltd., of Enfield, at a recent ceremony. Between them, Mr. A. E. Eva, Mr. E. H. Begbie and Mr. A. F. Fennell (left to right) have 157 years' service to their credit.

OUR READERS WRITE

Rediscovering The Individual

Dear Sir,

FOR many years the tendency has been towards thinking in terms of masses. This was inevitable in countries where population was rising rapidly, where people were living closely together in large cities, and where vast numbers saw themselves sharing the same dangers and the same opportunities.

The individual vanished, and that remains very much the case at the moment. The worker in particular does not feel that individual effort is of much value to himself, and only recently have industrialists begun to think again in terms of individual effort. The idea that "the machine sets the pace" is seen to be by no means the whole truth. The worker in many instances can determine output over a period even if he cannot decide the speed of his machine when it is running. And there are still millions of jobs which are by no means dominated by machine speeds.

The need to increase production, which is still priority number one problem for almost every country in the world, is causing trade union leaders and industrialists to consider new approaches, not to the work only, but also to the worker. The change in attitude is traceable to the new view of the worker. It is being achieved, precisely because there are many employers who have "descended" to meet their work people. In this way the individual is being discovered, and ability, initiative and enterprise are being seen, appreciated and rewarded.

Welcome Mat For Psychologist

Thus, the industrial psychologist is no longer ignored or derided as an outsider who talks a great deal of nonsense. In America both sides of industry have welcomed him with open arms, and if he has a place in American industry and plays a part in its phenomenal production, then he cannot be shut out in any country.

The significance of the psychologist's part in U.S.A. industry is of the greatest significance to Britain. In the U.S.A the worker strives constantly to increase his output, and the boss helps him in his striving. Both benefit by rising production. Thus, the boss employs the industrial psychologist to help his workers to increase output and to benefit himself as well. Again, the emphasis is on the individual, *collective agreements being in the majority of cases as unwelcome to the workers as they are to the bosses.* The individual does not feel submerged. He knows that the boss makes a profit out of his labour, but he also knows that the boss will do everything he can to help him to make money for himself. The feeling of opposition and hostility is largely absent from American industry. In Britain, collective bargaining still holds a prominent place in industrial relationships. Indeed, it sometimes seems that the Trade Unions are concerned with nothing more than the wages of their members and the conditions under which they work.

This is by no means true of all Trade Unionists, but it is obvious that a new approach in this country is vital. It might well be that the background needs a vital change before we can rediscover the individual in industry over here.

Co-operation is ruined by disagreements over wages. Hostility and suspicion are kept alive and accentuated if, year by year, there are disputes over wages. This is the position in the ship-building and engineering industries. Almost every year for over a decade the Unions have claimed more wages, and every application has been met, either with a flat refusal to pay more or with an award which has satisfied no one in the industry.

Produce More, Earn More

The approach might be much more local and individual than it is at present. Instead of mass increases in wages, let the Trade Unions and Employers agree on minimums in wages, and then let factories, workshops and ship-building establishments work out how maximum production can be achieved and thus ensure maximum profits and wages.

In this each management needs the co-operation of its workers. The approach must be individual. This does not mean piecework, for that is not always a satisfactory means of increasing production. It means that each worker in the factory will have the assurance that more production means more annual income. In this way the individual will regain his importance and value and the way to a higher standard of life for all will be open.

Yours faithfully,
M. GORDON,

5 The Earl's Croft,
Cheylesmore, Coventry.

MR. ANDREW JOLLIE, director and general manager of Steel, Peech and Tozer Ltd., Rotherham, was installed president of the Rotherham Section of the Institute of Industrial Supervisors at the annual meeting on January 7.

HOW TO PROFIT FROM THIS JOURNAL

A Reader's Tribute

Dear Sir,

I FIND your journal of great assistance but, although I pass this round to various responsible officials in my organisation, I have a feeling that it is for the most part scanned very quickly, and almost always returned to me with no comments whatever.

Some very excellent articles and ideas are published in your journal, and I feel it is a dreadful waste for them not to be fully considered by the people concerned.

In an effort to overcome this apathy, I propose to have the following printed on the distribution slips:—

This periodical is obtained by the Company with a view to adding to your store of useful knowledge and ideas for improving our production efficiency, sales organisation, business methods and general know-how.

Please, therefore, peruse it with your keenest attention, and make a memo note for me on any point which you may consider as being applicable to our business.

It is possible that some variation of the wording on the distribution slip might be of use to others.

Yours faithfully,
A. REDPATH,
Managing Director.

Coastal Radio Ltd.,
Edinburgh 7.

INDUSTRIAL LAMPS AND THEIR EFFECTS (Continued from page 366)

The fact that personnel are more alert throughout the working period is a further safeguard. Then colour is used to convey a definite message to the observer in the form of codes for the identification of service pipes and hazards. Fire and first-aid equipment are suitably coloured as also are dangerous parts of machines left exposed by the removal of guards and any other hazards likely to be the cause of an injury.

Few managements have the opportunity of completely replanning their premises in the way they would often like to. Colour/lighting schemes, however, can be readily applied to old buildings as well as to new ones, and since buildings have to be redecorated at some period, then is a good time to install such a scheme which, because it is functionally suited to its location and purpose, is of benefit to those who use it and a credit to the management concerned.

- **A canteen is sometimes the one social focal point of management and staff.**
- **Money spent on a canteen may well have similar results to wage incentives.**
- **A good meal stimulates talk and management will get to know their workers better.**
- **With efficient planning, a canteen can be made attractive to all ranks.**

"USE YOUR CANTEEN AND IMPROVE THE WORKS SPIRIT"

Says L. BANHAM, A.R.San.I., A.M.H.C.I.

THERE lies in the proper use of the works canteen an unrivalled opportunity for improving relations between workers and management. It is for the works manager to take the lead by making use of the canteen for his midday meal whenever possible, instead of getting into his car and taking himself off to a good-class restaurant for his noon repast. For a manager or a departmental head to claim that he must get right away from work to have his lunch, is an excuse that sounds oddly on the ears of those who are expected, and exhorted, to have a 100 per cent interest in their particular job.

Let us be quite honest and admit the real reason; which is that the surroundings, equipment, cooking and service of the canteen are often not of a standard acceptable to the works manager. If this be the case, then it is equally likely that they are not acceptable to the worker who, because of his lower income, is obliged to use the canteen. If the canteen standard is not high enough, it should be remedied, and this usually means spending money. There are, regrettably, still many employers who are loth to spend money on canteen improvements on the grounds that the workers would not appreciate such improvements.

In every division of the community there are those whose conduct is to the detriment of their fellows, but it is both unfair and unwise to judge all by the standards of the lowest. The employer who has a very poor opinion of the standards of his employees tends to keep himself aloof and thereby personal contact and mutual understanding suffer. Any situation which acts against the promotion of team spirit is an obvious danger to the company's interests. **The progressive management will appreciate that a little money spent on the canteen, and if used intelligently, may well produce results otherwise only obtainable by incentive payments.**

But Avoid Patronage

No one questions the need for leadership in industry at each level. The most successful manager is not the one who wields the whip best but he who understands his workers and gets them to work with the management and not in spite of the management. Leadership is really a very simple affair. Tact, patience, the sympathetic ear and the firmness of decision are not attributes granted to but a few. It requires no great skill to talk to a man in his own language, nor should it be hard to avoid a patronising attitude.

As stated earlier, the works canteen provides an unrivalled opportunity for personal contact between management and workers. **It is, then, for the works manager and the departmental heads to take their places in the queue for their midday meal and to disperse themselves amongst the tables of the other workers.**

A good meal is a great loosener of the tongue and the manager will learn much about the problems and life of his staff and will increasingly gain their confidence. The manager who lacks enthusiasm for the firm's interests and activities would do well to look for another job; this applies also to the heads of departments. In the course of informal chats over the meal table some bright ideas will find the light of day, for even the dullest of employees is not stupid all the time.

Good wages will attract a good type of canteen staff. Adequate staff with proper and adequate equipment will produce an efficient canteen at which the managing director need not be afraid to eat. The dining-hall should be made bright and cheerful and the tables and chairs should be comfortable and smart. Attention should be given to lighting, heating, ventilation and to floor coverings. The cutlery need not be elegant but certainly not of the type which spoils the taste of the meal. Cracked cups should have no place in any eating establishments. Provide adequate uniforms and head-coverings for the canteen staff and, having done all these things, the canteen will become one basis on which the team spirit will foster and grow—and with it will grow your profits.

Have You a Canteen Problem ?

Next month we begin a CANTEENS ADVICE BUREAU to which the Editor invites readers to send any technical query or problem concerning industrial canteens. These will be answered by L. Banham, an expert in this field who is already well known to readers of this journal, and a selection printed in each issue.

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Multipots are Industry's teapots, and the tea served will be just as good as that made in an ordinary teapot.

The taste-free lining of solid stainless steel ensures purity, cleanliness and long life.

Bartletts are specialists in this type of service; their advice is free on request.

It's a large Tea-pot

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As the law stands, it is assumed that controlling Directors do not need an income after age 65.

Forecasts concerning the Millard Tucker Report are rife, but until this is published NO ONE knows what recommendations it may make, or which of these may eventually receive legislative approval.

Meanwhile, controlling Directors are steadily growing older, if not richer. At age 65 they may expect to live for another 12 years. But how?

The Noble Lowndes Pension Service can suggest ways and means of providing retirement income, at surprisingly small net cost. Enquiries will be dealt with in confidence by the Managing Director

The Noble Lowndes Pension Service

38 LOWNDES STREET · LONDON · S.W.1 · TELEPHONE SLOANE 3465 (10 LINES)
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58 HOWARD STREET, **BELFAST** · 39 KILDARE STREET, **DUBLIN** · **JOHANNESBURG SALISBURY** and **BULAWAYO**
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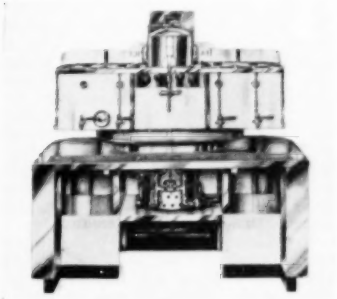
New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

Canteen

CAFETOMATON

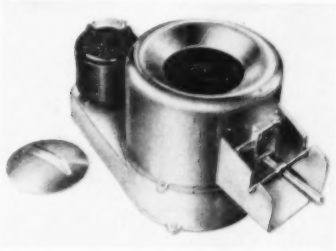


OF entirely new design is this "Cafetomaton"—a self-contained, fully automatic unit which delivers an instant and continuous supply of boiling water, makes tea or coffee, heats milk and stores them all at correct temperatures. It combines a boiler, a coffee-maker feeding two containers, tea infuser and a milk heater. Containers are stainless-steel lined, self-filling from built-in feed cisterns and, say the makers, absolutely boiling water is ensured. All control handles are in heat-insulated plastic.

The "Cafetomaton" has been designed for the larger establishment and it is claimed that it can be effectively and tirelessly operated through extensive peak periods by the smallest staff. **(PM/735.)**

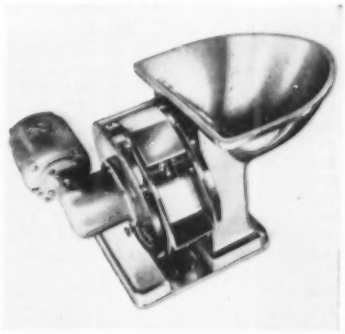
POTATO PEELER

MAXIMUM output in minimum time is claimed for this potato peeler which, say the makers, has been specially designed for the smaller catering establishment. Its features include a swivel-type drum to suit any position, silent "vee" belt drive, highly-polished, easy-clean finish, and a patent screwed waste outlet with inspection cover. Its overall dimensions are 31 in. by 14 in. by 14 in. and its capacity 14 lb. **(PM/737.)**



POTATO CHIPPER

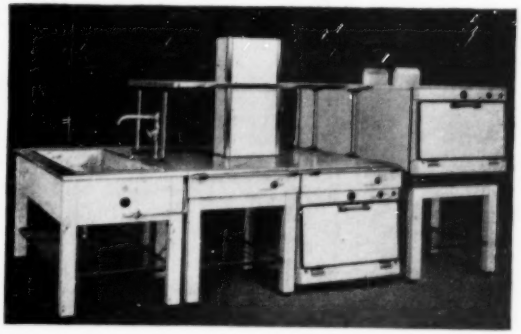
CONSTRUCTED to conform to the requirements of the health authorities' catering regulation, this new stainless steel potato chipper has a capacity of 40 lb. of chips per minute and has been designed to make for easy cleaning. The chipper, which runs on an ordinary electricity supply, can be operated on a continuous feed principle. Overall dimensions are 16½ in. by 26 in. by 19 in. **(PM/738.)**



NEW COOKING RANGE

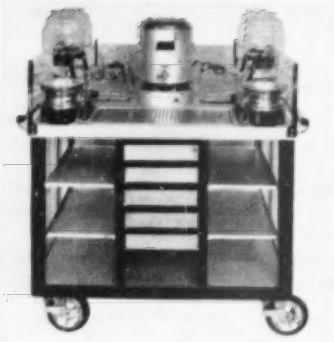
"AN oven that handles capably everything an oven can be called upon to do" is one of the features claimed by the makers for this new heavy duty gas range in cast iron with stainless steel and cast aluminium accessories and enamel finish both inside and out. It incorporates a "solid top" hotplate that gives a complete range of temperatures and an oven of the semi-externally heated type with a drop-down door. The flues from the oven and the hotplate are combined at the rear of the range, while the gas control taps and the oven control are grouped at convenient working level on the front of the cooker.

The basic range can be expanded to include (a) range with four burners and open hotplate; (b) solid-top boiling table on stand; (c) open-top boiling table on stand; (d) general purpose oven (no hotplate) on stand or general purpose ovens in double tier formation, as well as a gas or steam heated bain marie at the end of the central range suite. **(PM/736.)**



COFFEE TROLLEY

AN elegant addition to the revolutionary developments now taking place in catering equipment is this all-glass coffee trolley (see overleaf) which, say the makers, regulates supply to the demand, thereby obviating waste. The all-glass coffee maker components are made from guaranteed flame proof glass, while the main trolley is in welded steel tube and angle iron to give perfect rigidity. The sides of the body and top surface are surrounded by heavy plate glass. The finish for the main body construction is in silver and the frame-work in bronze relief.



The *Trollibar* operates as a self-contained unit heated by methylated spirit and capable of producing 500 cups of coffee an hour if necessary. Measuring 54 in. by 24 in. by 40 in., it incorporates a wealth of features and accessories such as a counter-sunk, removable drip tray and grid, glass-lined insulated milk urn, rubber mats, pouring lids for coffee bowls, cleaning gear, etc. The main trolley body is divided into three compartments, the central one taking five trays for crockery and the outer two for sundries. **(PM/739.)**

Heating

CONSTANT HOT WATER

THE top of this boiler has a hinged lid which is opened to pour in the fuel; it makes no difference to consumption how fuel is put in so it is best to keep the hopper fairly full. The furnace or fire-box is in the lower part of the boiler, having always a constant size fire. As fuel is consumed more takes its place from the hopper. The air supply at the base is a patented feature supplying air which is preheated before passing through the fire bed. When the water temperature sinks below the thermostat setting, a small 30-watt fan starts up and raises the heat; the fan then stops and the fire slumbers until the temperature falls, when it again cuts in, raising it again. **(PM/740.)**

CONVECTION HEATER

COMBINING greater area of direct heat radiation with convection heating this new heater is claimed to be designed for efficient and economical space-heating in workshop and factory. It is an inexpensive unit, and one or more may be positioned to suit requirements; needing only a flue outlet it can be rapidly and easily installed. The fire is raised from the floor on a tripod to enable a stillage type trolley to be positioned underneath for moving from point to point in factory or workshop. As there is no need to bolt down, the unit remains easily portable. Features include: special basket—for use with coke; large ashpan to trap all the ashes;

angled poker for thorough clearing. A strongly-made expanded metal permanent safety guard is fitted which hinges along the top of the cowl, lifting forward and up for refuelling. Finish is in high temperature metallic paint or stove enamelled black. Height 37 in., width 21 in., depth back to front 13 in. **(PM/741.)**

'FILTERED' WARMTH

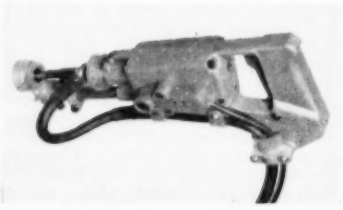
THIS new portable thermostatically-controlled convector heater is claimed to circulate warm air which penetrates into every corner, thus maintaining an over-all even temperature, and is said to clean as it heats, by the air passing through an air filter on its way upwards through the heater. The wire of the element is completely buried in fibre glass during manufacture and except for the temperature the element can be handled with safety. The makers say it is fireproof. **(PM/742.)**

Efficiency Aids

EASY WELDING

THIS new stud welder is claimed to incorporate a number of revolutionary features designed to give the apparatus a high degree of precision with the ability to reproduce perfectly executed stud welds, since, once it is set up for a given size, the conditions are exactly repeated and are not subject to variations. The simplicity of its design renders it both inexpensive, easy to maintain and the operation can be carried out by an unskilled operator after a little tuition and practice.

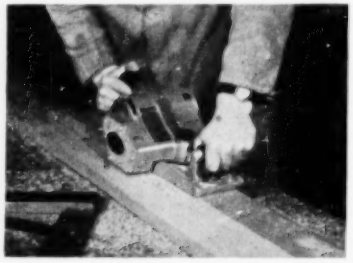
Provision is made to bolt the contactor assembly to the generator control box. When not in use for stud welding the generator can be used for



arc welding without adjustment and no alteration of setting is required for changing from downhand to vertical welding. The equipment is supplied with 2 in. by 15 in. lengths of welding cable, a range of chucks and ferrule holders for welding 3/16 in. to $\frac{1}{4}$ in. studs. **(PM/743.)**

POWER PLANE

THIS electric plane is claimed to combine in one portable tool the double advantages of machine shop



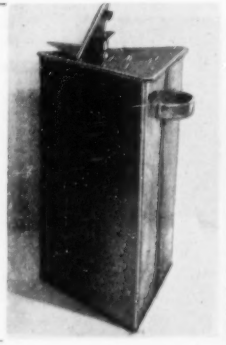
Feminine Hygiene Problems Solved . . .

The CANNON Sanitary Towel Disposal Bin fits unobtrusively into any corner. Completely safe in operation, its acid charge will dispose of upwards of 120 towels without fuss or odour. It is inexpensive and highly efficient.

CANNON

SEVEN BUILDINGS, WHITE LUND
MORECAMBE

Write also for details of the Cannon automatic disinfecting and deodorising Service Scheme.



power and speed with the handiness of a jack plane. It is said to speed up work and save drudgery and fatigue. The depth of the cut can be adjusted by a finger-screw; it can be used for working with or across the grain. The tungsten steel blades which are 4 in. wide are easily removed for sharpening. A metal case is provided for convenient transportation if required. Its overall size is 8 in. by 18¼ in. by 6¼ in. high and weight is 21 lb. The motor works on standard voltages 200/230, 240/250 and 110 and special voltages to order. **(PM/744.)**

FOR STAINED HANDS

SINCE its introduction a few months ago, a certain hand cream for removing stains brought about by handling office equipment has enjoyed a remarkable success. The cream, say the makers, is antiseptic, harmless and does not irritate the skin. Light stains can be removed simply by rubbing in the cream and rubbing off with a dry rag. In the case of deep stains, first loosen by rubbing in an inch of the cream and then use a little water to produce a cleaning lather. **(PM/745.)**

PLASTIC ECONOMY

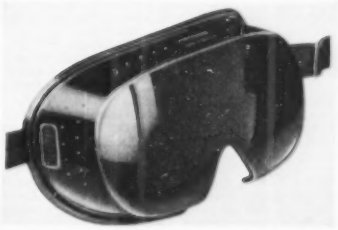
RECENTLY introduced are these plastic panels for table tops, produced in a range of standard sizes and

finishes with a plywood backing for easy wood-to-wood assembly using ordinary glue. They are claimed to eliminate any difficulties presented by plastic surfaces and, at the same time, can be sawn, drilled, etc., with wood-working tools. It is also claimed that, used as wall-panelling, on tables and canteen counters, they have real labour-saving qualities and, being long-lasting, reduce costs. **(PM/746.)**

Safety

NEW SAFETY GOGGLES

NOW on the market is an entirely new type of gas welding goggle which is suitable for gas welding both with and without flux, thus eliminating the risk of injury arising from the issue of goggles which do not incorporate flux protection being used on a job which does require this protection. Made from light filtration perspex, these goggles are also claimed to bring with them the advantage of unrestricted wide angle vision and can be worn with most types of corrective spectacles. They are produced in two sizes: one for those with normal sight, and the other for those who wear spectacles. The goggles weigh only 2 oz. and are fitted with a flexible P.V.C. nose-piece which is removable. **(PM/747.)**



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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 1762. The Keg and Drum Wages Council (Great Britain) Wages Regulation Order, 1953. Dated December 3, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 4d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders K.D.42 and 46.) Operative *from December 21, 1953.*

No. 1777. The Civil Defence (Grant) Regulations, 1953. Dated December 3, 1953, made by the Home Secretary under Section 3 of the Civil Defence Act, 1948(a). *H.M.S.O.* 4d. (Provides that the approved expenses of local authorities and police authorities in connection with their functions under Section 2 of the Civil Defence Act, 1948, and of statutory water undertakers (other than local authorities) in connection with civil defence functions exercisable by them by virtue of Section 6 of that Act shall be grant-aided by the Ministers responsible for the particular functions concerned.) Operative from January 1, 1954.

No. 1783. The Sugar Confectionery and Food Preserving Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated December 4, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Amends Orders F.(55) and F.(57) by increasing the statutory minimum remuneration fixed by those Orders. Order F.(57) is revoked.) Operative from December 28, 1953.

No. 1806. The Flax and Hemp Wages Council (Great Britain) Wages Regulation Order, 1953. Dated December 8, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 6d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders F.H.(66), F.H.(72) and F.H.(74). Orders F.H.(66) and F.H.(72) are revoked.) Operative from December 28, 1953.

No. 1819. The Tin Box Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated December 10, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Amends Orders X(40) and X(42) by increasing the statutory minimum remuneration fixed by those Orders. Order X(42) is revoked.) Operative from January 1, 1954.

No. 1828. The Food Standards (Soft Drinks) Order, 1953. Dated December 11, 1953, made by the Minister of Food under Regulation 2 of the Defence (Sale of Food) Regulations, 1943(a). *H.M.S.O.* 4d. (Replaces with certain modifications the standards for soft drinks hitherto prescribed by the Soft Drinks Order, 1947, as amended. The principal changes are: (a) Certain medicated and glucose beverages are exempt from the Order; (b) the standards, with certain modifications, apply to soft drinks for consumption by diabetics, and to ginger beer and herbal and botanical beers; (c) the description of drinks made from whole fresh oranges has been modified; and (d) references to non-alcoholic wine, cider and perry are omitted.) Operative from December 29, 1953.

No. 1835. The Cotton Waste Reclamation Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated December 14, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 2d. (Amends Order C.W.(51) by increasing the statutory minimum remuneration fixed by that Order.) Operative from January 4, 1954.

No. 1848. The Iron and Steel (Compensation to Officers and Servants) (No. 1) Regulations, 1953. Dated December 16, 1953, made by the Minister of Supply under Section 24 of the Iron and Steel Act, 1953(a). *H.M.S.O.* 6d. (Provides for payment by the Iron and Steel Holding and Realisation Agency of compensation to officers or servants who suffer financial loss by reason of the nationalisation of the iron and steel industry under the Iron and Steel Act, 1949. The compensation payable is compensation for loss of employment or loss or diminution of emoluments or pension rights and the qualifying conditions (which must be satisfied by every claimant) are contained in Part II of the Regulations (particularly Regulation 3). Operative from December 31, 1953.

No. 1849. The Iron and Steel (Compensation to Officers and Servants) (No. 2) Regulations, 1953. Dated December 16, 1953, made by the Minister of Supply under Section 24 of the Iron and Steel Act, 1953(a). *H.M.S.O.* 6d. (See S.I.1848 above.) Operative from December 31, 1953.

No. 1871. The Superannuation (Teaching and Fire Service) Amending Rules, 1953. Dated December 17, 1953, made by the Minister of Education under Sections 2 and 15 of the

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Superannuation (Miscellaneous Provisions) Act, 1948(a). *H.M.S.O.* 3d. (The purpose of these Rules is to preserve the superannuation rights of persons who transfer from pensionable employment under the Firemen's Pension Scheme to pensionable employment under the Teachers (Superannuation) Acts by appropriate transfer value payments by the fire authority to the Minister of Education. The Rules are made retrospective to a limited extent by the express powers of Section 2 of the Superannuation (Miscellaneous Provisions) Act, 1948.) Operative from January 1, 1954.

No. 1880. The Dressmaking and Women's Light Clothing Wages Council (Scotland) Wages Regulation (Amendment) (No. 2) Order, 1953. Dated December 21, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Amends Orders W.D.S.(52) and W.D.S.(57) by increasing for female workers in the retail branch of the trade the statutory minimum remuneration fixed by those Orders. Order W.D.S.(57) is revoked.) Operative from January 13, 1954.

No. 1900. The Coal Industry (Workmen's Compensation Liabilities) (Mutual Indemnity Companies) Order, 1953. Dated December 22, 1953. *H.M.S.O.* 6d. (Section 5 of the Coal Industry Act, 1949, provides that workmen's compensation liabilities of owners of interests in property that vested in the National Coal Board under the Coal Industry Nationalisation Act, 1946, and certain liabilities of mutual indemnity associations arising by virtue of Section 7 of the Workmen's Compensation Act, 1925, may be transferred by Order in Council from the former owners or mutual indemnity associations, as the case may be, to the Board, if arrangements have been made between them.) Operative from January 11, 1954.

No. 1912. The Fur Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated December 22, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 4d. (Amends Order Z(59) by increasing the statutory minimum remuneration fixed by that Order. It also abolishes the requirement contained in Order Z(59) that a "learner" before the learner's rate becomes applicable to him should hold a certificate of registration issued by the Wages Council.) Operative from January 13, 1954.

INDUSTRIAL COURT AWARDS

No. 2484 Iron and Steel Trades. Reference: To determine the claim by the British Roll Turners Trade Society on behalf of fully-skilled roll turners, members of the Society, employed at the works of members of the Iron and Steel Trades Employers Association, for an increase in wages. **Award:** Claim not established. (30/11/53.)

No. 2485. Entertainment Industry. Reference: Interpretation of Industrial Court Award No. 2421. **Award:** That the rates of pay awarded are exclusive of (a) any supplemental payment for performances at the Albert Hall or any other halls and (b) of any payment conventionally known as an "out of town" rate, in operation at the date of the award. (30/11/53.)

No. 2486. Oil Distribution. Reference: To determine a difference arising from a failure to reach agreement on an application submitted by the union for an increase in wage rates for workers covered by the Oil Companies' Conciliation Committee Agreement. **Award:** That wage rates of the workers concerned shall be increased by 5s. 6d. per week in respect of adult males and proportionately for adult females, youths and girls. (3/12/53.)

No. 2487. Road Passenger Transport Industry. Claim: To determine the following claim by the trade union side of the National Council: (1) that there should be a substantial increase in wage rates for all staff governed by or in accordance with decisions of the Council; (2) Clause 2(a) of the National Conditions Agreement shall be altered to read: "No schedule of daily duty shall carry less than 7 hours 20 minutes pay." (3) in clause 2(c) the table of Inclusive Spreadover Times and Penalties shall be amended; (4) in clause 4(d) the word "five" shall replace the word "four" and Good Friday shall be included amongst the days to carry a rate of time-and-a-half; (5) clause 5(e) shall be altered to read: "an added rate of one-fifth time" in place of "an added rate of 8s. per week." **Award:** That the wage rates for all adult staff governed by or in accordance with decisions of the Council shall be increased by 4s. per week with proportionate increases for juveniles. The Court further award in favour of the claim in respect of the amendment of clause 4(d). They are unable to make any further alterations in existing conditions. (7/12/53.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 461. Wage Rates of Supervisory, Administrative and Clerical Workers Employed in Wholesale Meat Distribution in the London area. Claim: For specified increases in existing maximum rates of wages. **Award:** The maximum rates of wages of the workers concerned shall be as follows: Managers, £17 7s. 6d. per week; deputy managers, £14 7s. 6d. per week; first assistants, £12 7s. 6d. per week; second assistants, £10 per week; third assistants, £8 14s. 6d. per week; chief clerks, £14 17s. 6d. per week; deputy chief clerks, £10 per week; general clerks, £8 3s. 6d. per week. (26/11/53.)

No. 462. Wage Rates of Supervisory, Administrative and Clerical Workers Employed in Wholesale Meat Distribution in the South Western Area. Claim: For certain specified increased scales of wages. **Award:** That existing wage scales shall be increased at all points by 10s. per week in the case of managers and assistant managers, by 7s. 6d. per week in the case of senior chief clerks and chief clerks and by 5s. per week in the case of check-weighmen and general clerks. (26/11/53.)

No. 463. Rates of Wages in the Electrical Cable Making Industry. Claim: For a substantial increase in wages for all workers. **Award:** The rates of wages of the workers concerned shall be increased by 1d. per hour for men 21 and over and by ½d. per hour for women 18 and over, with corresponding increases for juvenile workers. (26/11/53.)

No. 464. Question as to the Observance of Specified Holidays with Pay Schemes in respect of a Building Trade Worker Employed at a School at Hove. Claim: That the employer should observe the holidays with pay schemes applicable in the building industry. **Award:** Claim established. (1/12/53.)

GENERAL

Civil Service Arbitration Tribunal Award No. 237. (In respect of Principal Officers.) **Claim:** For revision of salary scales. **Award:** (a) that the salary scale (London, male) shall be £1,150-£1,550; (b) that the normal Civil Service three-tier provincial differentiation shall apply; (c) that the above scale shall be retrospective from January 1, 1953; (d) that the "corresponding points" principle shall be applied in the assimilation to the new scales of officers in post. (7/12/53.)

Civil Service Arbitration Tribunal Award No. 238. (Relates to Radio Operators in the Composite Signals Organisation. **Claim:** For revision of salary scale. **Award:** (a) that with effect from January 1, 1953, the salary scale (London male) of radio operators employed in the Composite Signals Organisation shall be: at 21 years of age, £415, 22, £435, 23, £450, 24, £465, 25 and over £485-£610; (b) that normal Civil Service three-tier provincial differentiation shall apply; (c) that the "corresponding points" principle shall be applied in the assimilation to the new scale of officers in post. (16/12/53.)

Civil Service Arbitration Tribunal Award No. 239. (In respect of the Works Group of Professional Classes.) **Claim:** For revision of the salary scales (London, male) of the basic, main and senior grades engaged in the Works Group. **Award:** Claim not established. (29/12/53.)

Factory Form No. 929. Electrical Accidents and Their Causes, 1951. Issued by the Ministry of Labour and National Service. *H.M.S.O.* 8s.

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(*Continued from page* 372)

staff were well received, and we now include as many of these as possible. Our latest touch of humour concerned a man whose claim for National Health benefit was mixed up with a maternity claim made under the same name. The fact that this particular individual was a member of the Production and Accident Committees, gave plenty of scope for a humorous comment.

Our magazine is now in the tenth month of its life, and there is no lack of contributors. The works staff are only too pleased to contribute an article or news paragraph, provided they are approached in the right manner. For the editorial staff to sit back and wait for copy to roll in, however, is fatal. Almost every person has something interesting about which he or she can write, whether it be an article dealing with a particular hobby, or some unusual experience. The secret of obtaining material is to *personally ask each individual to contribute*. If people are made to realise that *their* contributions are needed to keep the magazine alive, they usually put themselves out to produce some material. The fact that the staff themselves are writing the magazine gives them a sense of ownership which must be carefully preserved.

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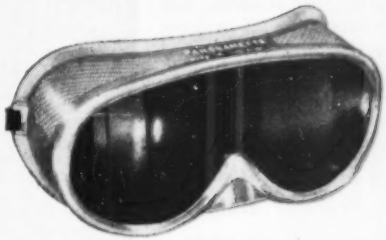

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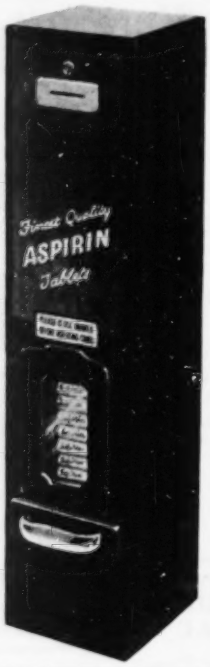

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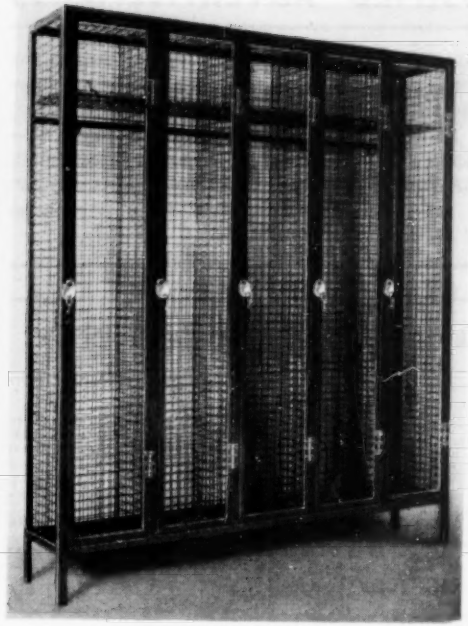

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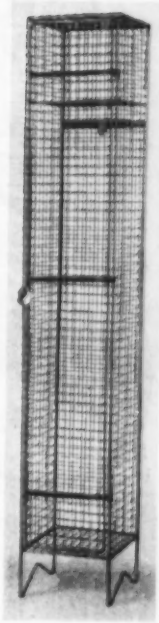

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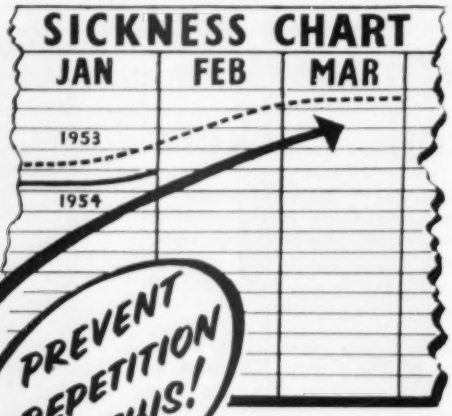

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Printed for the Proprietors, The Shaw Publishing Co. Ltd., 180 Fleet Street, E.C.4. (CHA. 8844), by the Sidney Press Limited, London and Bedford.
February, 1934. Advertisement and Editorial Office, 180 Fleet Street, London, E.C.4.